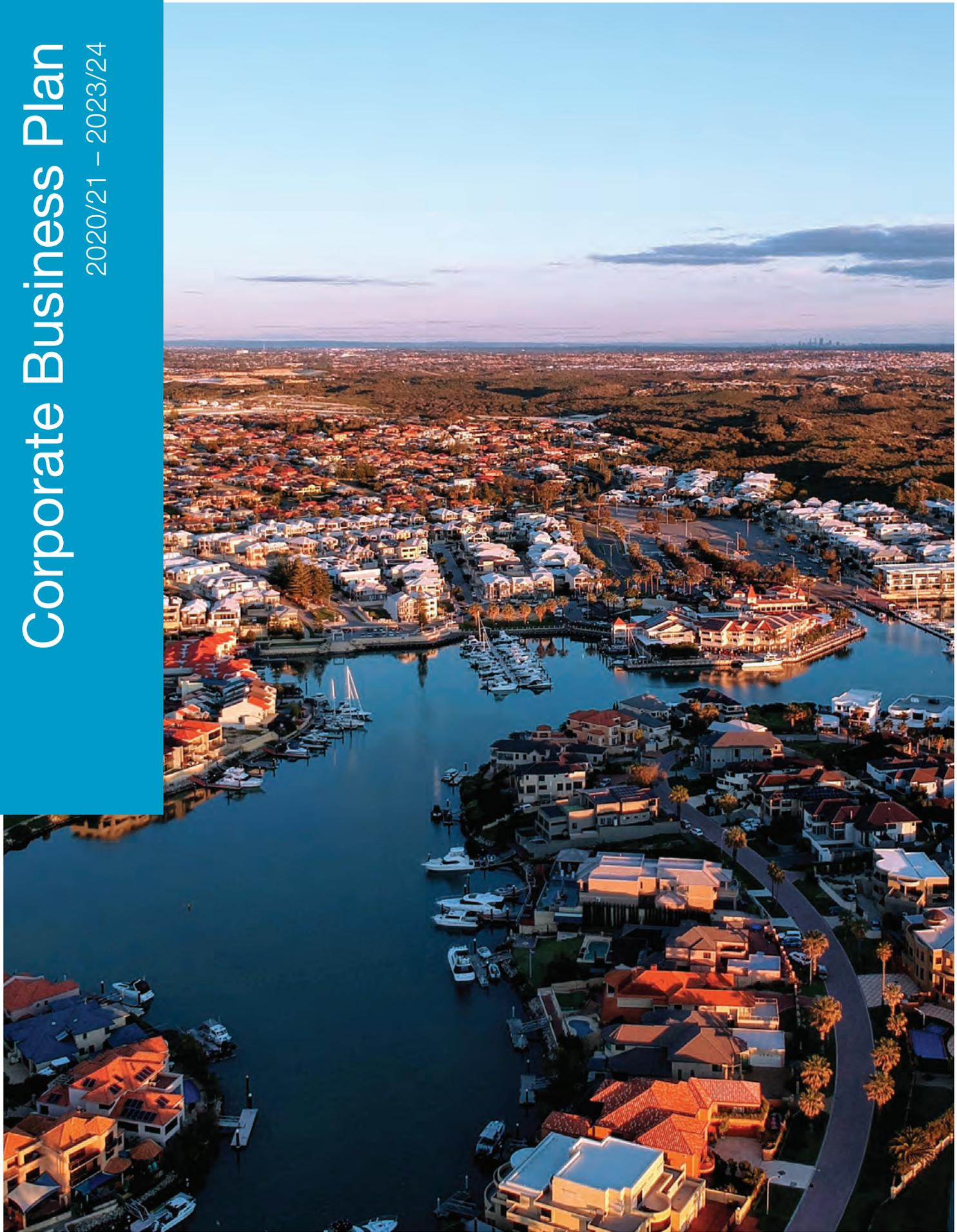


# Corporate Business Plan

2020/21 – 2023/24





## **ACKNOWLEDGEMENT OF COUNTRY**

The City of Wanneroo acknowledges the Traditional Custodians of the land we are working on, the Whadjuk people. We would like to pay respect to the Elders of the Noongar nation, past, present and future, who have walked and cared for the land and we acknowledge and respect their continuing culture and the contributions made to the life of this City and this region.

Mayor's Message	5
CEO Message	6
Our City	8
Our Community	10
Our Organisation	12
How we plan our Business	15
Our Priorities	20
Performance and Risk	23
Delivering against our Strategic Objectives	23
Society	24
Economy	39
Environment	46
Civic Leadership	59
Key Partners and Stakeholders	69
Our Operating Budget	70





The City of Wanneroo, our residents, local businesses and the economy have been greatly impacted by COVID-19, however, I am confident we will recover and move forward together – stronger and more resilient.

The City continues to experience rapid growth, with over 205,000 residents calling our community home and this figure is expected to increase by an additional 150,000 by 2041.

With such exponential growth, it is vital we plan ahead and ensure our future strategies align to the needs of the community. The Corporate Business Plan 2020/21 – 2023/24 (CBP) outlines how we will achieve the outcomes in the City's overarching Strategic Community Plan (SCP).

Each action and outcome is aligned to one of our four strategic themes; Society, Economy, Environment and Civic Leadership. This document is vital for Administration to balance the operational priorities against each respective theme and is a strong example of the City's robust and comprehensive strategic planning framework.

The current pandemic has resulted in uncertainty, and it is our priority to help support the community through these challenging times, which means we will be reviewing the SCP to ensure the objectives still reflect the aspirations of our residents. We will focus on prioritising the City's resources and finances to service the community during this recovering economic time.

We will also be increasing our efforts to support local business – who form the backbone of our economy across the City. With over 13,000 businesses providing 55,000 jobs, it is vital we all continue supporting and buying local where possible.

The City will continue to deliver essential services and projects, and finance key infrastructure where required in order to preserve growth, local jobs and the prosperity of our community.

We will continue working hard to provide lasting support through sound decision making and community consultation to ensure our wonderful City is revived and will continue to thrive for many generations to come.

Thank you to all our residents for your resilience during the pandemic and for the amazing community spirit you have displayed. To the City's Councillors, Chief Executive Officer, Executive Leadership Team and staff; thank you for your continuous commitment and contribution to the City of Wanneroo.

**Mayor Tracey Roberts JP**



The Corporate Business Plan demonstrates our strong focus on essential and desirable services and facilities to our community in an ever-changing world. As a large and growing local government, constant collaboration and strategic planning are foundation stones for our success.

Our Strategic Community Plan details the vision and aspirations for the future of our community over the next decade, and the Corporate Business Plan focuses on achieving those objectives through an ambitious but financially responsible agenda.

It details how, over the next four years, we will deliver outcomes for our community through the four strategic themes of Society, Economy, Environment and Civic Leadership.

The COVID-19 global pandemic had a significant impact on the City of Wanneroo in 2020 – some positives, such as bringing forward delivery of certain services online, but many negatives, including the impact on our community and local businesses, tightening of the financial environment, and changes to the way we work due to health requirements.

Two key initiatives that we have included for the first time in the Corporate Business Plan 2020/21 – 2023/24 are implementing and completing a Community Recovery Plan and a COVID-19 Economic Recovery Plan, which can be found under the Society and Economy outcomes respectively.

Responding to events such as the Yanchep bushfire and the COVID-19 pandemic, along with changes in the community's expectations of local government and our services, means that we need to increase our agility

as an organisation. We are embracing technological change and a move to online services, while ensuring we continue to provide quality in-person and phone service for those customers who need it. Improving the customer experience is always at the forefront of the City's plans for the future.

We continue to make community safety a priority, with implementation of the CCTV Service Plan, a new Animal Care Centre Facility, ongoing public health compliance services, and continuing to support our Volunteer Bush Fire Brigades.

Meeting the needs of the community through the creation of unique places to reflect our diversity as a City continues to be a priority. We will develop and implement Local Area Plans, continue implementation of the Yanchep Lagoon Master Plan, and activate the Yanchep Two Rocks Access Centre (YTRAC) as a community hub.

We acknowledge the importance of promoting the City as a recipient for meaningful investment and as a tourism destination through creating collaborative relationships with other government and nongovernment organisations. We aim to solidify support for local business and stimulate investment, drive economic growth and diversify our economic base.



Marmion Avenue looking south, towards Butler.

Protecting and managing our key environmental resources and values are vital to the City's future. We will continue to develop, implement and review plans to manage coastal hazards, reduction in our energy use, our urban forest plan and adapting to climate change.

We have an exciting four years ahead of us with many changes to the way we connect and service the community.

I would like to express my appreciation to our Mayor and Councillors for their strong stewardship, care for our community and leadership to ensure we as a Council respond to the needs of our community at this very challenging time.

Equally to our Executive Leadership Team, all our leaders and team members, I would like to thank you for your commitment to maintaining services where possible during the COVID-19 pandemic.

The City of Wanneroo is a vibrant, welcoming place to live, work and visit. Our strength is in the way our community members and our organisation work together and our Corporate Business Plan provides the framework to support this collaboration.

**Daniel Simms**  
**Chief Executive Officer**

Two key initiatives that we have included for the first time in the Corporate Business Plan 2020/21 – 2023/24 are implementing and completing a Community Recovery Plan and a COVID-19 Economic Recovery Plan, which can be found under the Society and Economy outcomes respectively.



## Strategic Direction

The City's Strategic Community Plan 2017/18 – 2026/27 presents the vision and aspirations for the future of our community. It sets out the key strategies and actions required to achieve these aspirations.

It provides the City of Wanneroo, and others, with a clear understanding of what matters most to the communities within Wanneroo, and guides the way in which we plan for the future and deliver services.

A major review of the City's Strategic Community Plan will be undertaken in the 2020/21 financial year with a program of in-depth stakeholder engagement to identify the current aspirations of our communities.

## Our Vision

Inspired by our past, working to create a vibrant, progressive City, providing opportunity and investment to enable our growing communities to prosper.

**VIBRANT | PROGRESSIVE | PROSPEROUS**



2020 City of Wanneroo Retro Rewind event at Yanchep National Park.

## Our Council and its role

The Council is the decision-making body that sets the strategic direction, policies and priorities for provision of services to the communities of Wanneroo. The Council is also the governing body that appoints a Chief Executive Officer. The needs and aspirations of communities are represented by 15 Council Members across three wards, these being Central, North Coast and South.

### MAYOR



**Tracey Roberts JP**

### CENTRAL WARD

Ashby, Banksia Grove, Carabooda, Carramar, Hocking, Jandabup, Mariginiup, Neerabup, Nowergup, Pearsall, Pinjar, Sinagra, Tapping, Wanneroo



**Deputy Mayor  
Cr Frank Cvitan JP**



**Cr Jacqueline  
Huntley**



**Cr Paul  
Miles**



**Cr Dot  
Newton JP**

### NORTH COAST WARD

Alkimos, Butler, Clarkson, Eglington, Jindalee, Merriwa, Mindarie, Quinns Rocks, Ridgewood, Tamala Park, Two Rocks, Yanchep



**Cr Linda  
Aitken JP**



**Cr Chris  
Baker**



**Cr Sonet  
Coetzee**



**Cr Lewis  
Flood**



**Cr Natalie  
Sangalli**

### SOUTH WARD

Alexander Heights, Darch, Girrawheen, Gnangara, Koondoola, Landsdale, Madeley, Marangaroo, Wangara, Woodvale (part)



**Cr Hugh  
Nguyen**



**Cr Vinh  
Nguyen**



**Cr Glynis  
Parker**



**Cr Brett  
Treby**



**Cr Domenic  
Zappa**

The City of Wanneroo is one of the fastest growing and largest local government authorities in Australia, and includes 32 kilometres of coastline, natural environments, agricultural and bushland. The City has 36 suburbs across 684 square kilometres, stretching from Girrawheen in the south to Two Rocks in the north.

## Key Statistics – Population

### POPULATION FORECAST



40% OF HOUSEHOLDS ARE MADE UP OF COUPLES AND CHILDREN

**33**

THE MEDIAN AGE OF RESIDENTS



THE ESTIMATED NUMBER OF PEOPLE AGED 65+ IN 2030 WILL BE 35,329



41% OF RESIDENTS WERE BORN OVERSEAS



20% OF RESIDENTS SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME

## Infrastructure



**594**  
PARKS & GARDENS



**2,645**  
HECTARES

**47**

ACTIVE PARKS COMPRISING GOLF COURSES, SPORTING COMPLEXES AND SPORTS GROUNDS



## Infrastructure

# 149

CONSERVATION RESERVES SUCH AS BUSHLAND AND WETLANDS



# 1,685

KILOMETRES OF ROAD



# 1,340

KILOMETRES OF PATHWAY



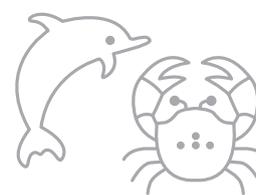
# 533

HECTARES OF FORESHORE



# 32

KILOMETRES OF COASTLINE



## Community Facilities



295 PLAYGROUNDS  
(42 NATURE PLAY)



4 LIBRARIES

2 RECREATION CENTRES

1 AQUATIC FACILITY

24 SPORTING PAVILIONS

# 21

COMMUNITY CENTRES



# 3

MUSEUMS



# 45

SPORTS RESERVES



# 36

TENNIS COURTS



# 67

NETBALL COURTS



# 3

LAWN BOWLS FACILITIES



# 10

SKATE PARKS



# 14

BMX TRACKS



# 2

GOLF COURSES  
(MARANGAROO & CARRAMAR)



## Executive Leadership Team and Service Units

The City of Wanneroo's organisational structure is grouped into four directorates. The leaders of each directorate make up the Executive Leadership Team, led by the Chief Executive Officer, Daniel Simms.

### CHIEF EXECUTIVE OFFICER



**Daniel Simms**

As well as being responsible for the day-to-day management of the City, the CEO is also responsible for the following Service Units:

- Advocacy and Economic Development
- Governance and Legal

### DIRECTOR ASSETS



**Harminder Singh**

The Director Assets is responsible for the following Service Units:

- Asset Maintenance
- Infrastructure Capital Works
- Parks and Conservation Management
- Strategic Asset Management
- Traffic Services
- Waste Services

### DIRECTOR COMMUNITY AND PLACE



**Debbie Terelinck**

The Director Community and Place is responsible for the following Service Units:

- Communications and Brand
- Community Facilities
- Community Safety and Emergency Management
- Community Development
- Cultural Development
- Place Management

### DIRECTOR CORPORATE STRATEGY AND PERFORMANCE



**Noelene Jennings PSM**

The Director Corporate Strategy and Performance is responsible for the following Service Units:

- Contracts and Procurement
- Council and Corporate Support
- Customer and Information Services
- People and Culture
- Property Services
- Strategic and Business Planning
- Finance

### DIRECTOR PLANNING AND SUSTAINABILITY



**Mark Dickson**

The Director Planning and Sustainability is responsible for the following Service Units:

- Approval Services
- Health and Compliance
- Land Development
- Strategic Land Use Planning and Environment



# Our Values

The values provide a foundation for the City, which distinguish us and guide our actions to deliver results. Values guide our behaviours and provide the boundaries within which our interactions occur. Values are linked to our vision, culture and strategy. The City's values are:

## Customer Focused

Delivering service excellence

## Improvement

Finding simpler, smarter and better ways of working

## Accountability

Accepting responsibility and meeting commitments, on-time and to standards

## Collaboration

Together we are stronger

## Respect

Trusting others and being trustworthy

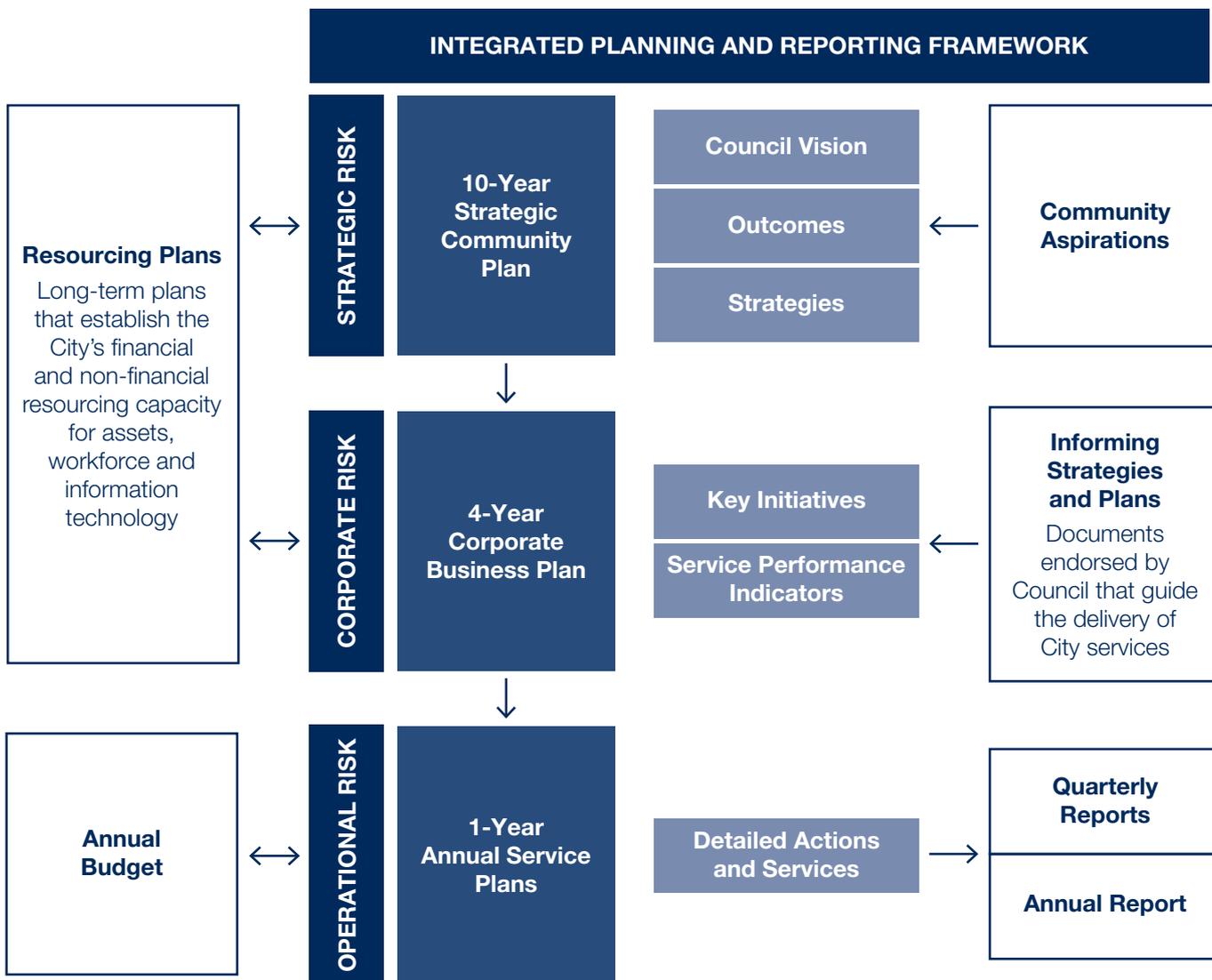


2020 Wanneroo Festival event at the Wanneroo Showgrounds.

# How we plan our Business

## Integrated Planning

The City of Wanneroo's Integrated Planning and Reporting Framework guides our planning process to ensure alignment to and delivery on our community's expectations. The Framework is also aligned to legislative requirements for local governments in Western Australia.



### Strategic Community Plan (Level 1)

The Strategic Community Plan (SCP) is a ten-year plan that undergoes a major review every four years through community consultation and engagement. This plan is the Council's key strategic document that represents the community's long-term vision, aspirations and objectives.

### Corporate Business Plan (Level 2)

The Corporate Business Plan (CBP) defines four years of priorities, services, projects and actions the City will implement in order to achieve the Strategic Community Plan 2017/18–2026/27. The CBP is supported by resourcing plans to enable implementation.

### Annual Service Plans (Level 3)

Detailed planning for the implementation of year one of the CBP is done through internal Service Plans and Annual Action Plans.

# Resourcing Plans

The City's Resourcing Plans include financial and non-financial resources that are required over the life of the Corporate Business Plan (CBP). Their purpose is to ensure that adequate resources are available to maintain services at levels that are established by the Council and to deliver on the priorities of the CBP.

The City currently has the following Resourcing Plans:

## Asset Management Plans

The City relies heavily on assets to deliver its services to the community. It is therefore necessary to plan for the effective and sustainable management of our assets to meet current and future community needs and to optimise return on investment.

Directed by an Asset Management Strategy, a number of Asset Management Plans (AMPs) define the levels of service and operational requirements for the various classes of assets. They also highlight the processes used to manage the associated assets that services rely on, and consider how current and future services to the community will be sustainably provided at the most appropriate standard, time, place and cost. The AMPs inform the 20-year long-term Capital Works Program.

## Long Term Financial Plan

The 20-year Long-Term Financial Plan (LTFP) has been developed as part of the City's ongoing financial planning to ensure continued long-term financial sustainability while providing sufficient funding for future workforce, services, and infrastructure to the community.

The LTFP was adopted in December 2019 and is reviewed annually, giving consideration to prevailing economic circumstances and community expectations. The review may result in new priorities being added or planned projects being deferred or reassessed according to the priorities established each year. Strategic financial parameters will also be reviewed and adjusted accordingly to reflect the most realistic current financial circumstances and outlook in any rating year and the impacts on the future, nineteen years. This provides the City with the opportunity to:

- Change priorities to reflect emerging opportunities or changing circumstances
- Incorporate changes arising from the prescribed reviews of the Strategic Community Plan and Corporate Business Plan and corresponding reviews of the Workforce Plan and Asset Management Plans; and
- Update estimated income and expenditure for each year covered by the plan.

In developing the LTFP, key considerations have been given to the need to:

- Prudently manage financial risks relating to debt, assets and liabilities to ensure good stewardship of the City's assets
- Manage the level of rate burden for our communities
- Consider the financial effects on future generations to address issues of inter-generational equity; and
- Strategic Budget Policy.

The LTFP is developed collaboratively from a wide range of inputs and forms a guide to the development of the annual budget for successive years.

## Assumptions in the Long-Term Financial Plan

The LTFP has been constructed based on a number of assumptions which are evaluated as part of the annual integrated planning and budgeting process. These assumptions relate to:

- Consumer Price Index
- Revenue including
  - Rates base
  - Rates growth (based on population forecasts)
  - Interest yield
- Expenses including
  - Employee costs
  - Employee growth
  - Materials and contracts (with consideration of forecasts on asset growth)
  - Utility charges
  - Depreciation
- Other State and Federal charges; and
- Other changes in economic factors.

The City currently has a depreciable asset portfolio valued at \$2.22bn based on fair-valuation as of 30 June 2019. The portfolio is growing at a significant rate as a result of the City's Capital Works Program and assets acquired through ongoing development activity. Long-term financial planning is informed by the City's Asset Management Plans, so that adequate provisions are made for assets to be maintained, refurbished and replaced at appropriate intervals. This ensures continuity of services in line with community expectations and longer term sustainability.

## Workforce Plan

The City's Workforce Plan focuses on workforce requirements and strategies that enable delivery of the CBP. The plan considers current and future capability and capacity needs to ensure that the City has people with the right skills in the right roles delivering the right customer outcomes. The Workforce Plan is part of a continuous process and workforce requirements are incorporated into the City's Long-Term Financial Plan.

The Workforce Plan contains financial and non-financial triggers that indicate when to review or revise the Plan. A trigger-based approach enables the City to proactively identify when changes to the Workforce Plan are warranted, given evolving business circumstances or priorities. The recent COVID-19 crisis has activated a substantial review of the Plan. The aim of the review is to assess the overall impact of the situation on current and future capability and capacity needs, and identify initiatives that will support the City's recovery actions.

## Workforce Profile

A large proportion of our employees choose to live and work locally. At present 53.99% of our employees live within the City of Wanneroo boundary. Our workforce is well balanced across genders, with 56.81% of the City's workforce being female and 43.19% male.

Generationally, we have the greatest representation across Gen X and Baby Boomers as shown in the categories below:

**Gen Z – 9.49%**

**Gen Y – 24.52%**

**Gen X – 36.53%**

**Baby Boomers – 29.47%**

## Other key informing Plans and Strategies

The City of Wanneroo has a number of plans and strategies that inform decision making and provide direction to the organisation. These plans and strategies are aligned to the current Strategic Community Plan themes and are summarised in the Delivering against our Strategic Objectives section of this plan.

Girrawheen Library volunteer  
Laleen Newbury.



## Place Framework

The City of Wanneroo established a Place Framework in 2018 which forms part of the City's Integrated Planning and Reporting Framework (IPRF).

The framework informs future policy work, strategic planning and provides general guidance on the City's Place Approach.

The City has seven Place Management Areas that act as focal points for deployment of the City's Place Approach. This allows the City to develop a distinctive vision for each area and recognise the communities of interest.

These Place Management Areas have been identified as part of the City's Land Use Vision 2008 – 2030, which takes into consideration key factors of land use planning and development goals for the City. The seven Place Management Areas and the suburbs they cover are as follows:

### Transitional Coastal

Yanchep, Two Rocks, Jindowie, Capricorn, Yanchep Golf Course Estate, Vertex, The Reef and Atlantis

### Emerging Coastal

Alkimos, Eglinton

### Established Central

Ashby, Banksia Grove, Carramar, Sinagra, Tapping and parts of Wanneroo, Hocking and Pearsall

### Established Coastal

Butler, Clarkson, Jindalee, Merriwa, Mindarie, Quinns Rocks and Ridgewood

### North East Rural

Carabooda, Nowergup, Neerabup and Pinjar

### Transitional Rural

Gnangara, Jandabup, Mariginiup and parts of Wanneroo

### Established Southern

Alexander Heights, Darch, Girrawheen, Koondoola, Landsdale, Madeley and Marangaroo

## Local Area Planning

The Local Area Planning process allows the City to communicate with residents about what is planned, committed and budgeted for, and allows the community an opportunity to see what the City is prioritising in a local area. Local Area Planning provides important information and data that is considered as part of the City's integrated planning model.

This process includes engaging with the local community on their key issues and priorities; and considers other community insights gathered through various engagement methods. In addition, it sets out the City's approach and objectives for future planning and includes a broad framework to pursue those objectives.

## Girrawheen / Koondoola Local Area Plan

The Girrawheen Koondoola Local Area is located in the City's southernmost point and sits within the Established Southern Place Management Area. The Local Area comprises approximately 780 hectares of land and is approximately 11km from the Perth CBD. The key themes and priorities identified for the local area were:

- Parks and trees
- Safety
- Shopping centres and local business
- Sense of community connection
- Landscape and maintenance
- Traffic and connections
- Location
- Facilities and library

## Yanchep / Two Rocks Local Area Plan

The Yanchep Two Rocks Local Area is located in the City's far north and sits within the Transitional Coastal Place Management Area. The Local Area comprises approximately 7,550 hectares of land within the northernmost extent of the Perth Metropolitan Region, approximately 60km from the Perth CBD. The key themes and priorities identified for the local area were:

- Jobs, business, tourism and economy
- Connectedness and lifestyle
- City facilities
- Coast and environment
- Parks, verges and gardens
- Yanchep lagoon

## Wanneroo Local Area Plan

The Wanneroo Local Area is located in the City's central point and sits within the Established Central Place Management Area. The Local Area comprises approximately 308 hectares of land and is approximately 23km from the Perth CBD.

The Wanneroo Local Area Plan is currently in development and expected to be endorsed by Council in September 2020.





## Major Projects

The City of Wanneroo identifies major projects that will be undertaken each year based on community needs and financial value. The major projects for 2020/21 are:

### ECONOMY

SCP Outcome	Project	Description	Responsible Service Unit	Budget
Strategic Growth	Neerabup Industrial Area	Development of the City's landholdings within the area	Advocacy & Economic Development	\$980,523

### SOCIETY

SCP Outcome	Project	Description	Responsible Service Unit	Budget
Healthy and Active People	Halesworth Park, Butler	Design and construct playing fields and sports amenities building (Butler North District Open Space)	Infrastructure Capital Works	\$10,987,994
Healthy and Active People	Dalvik Park, Merriwa	Design and construction of new change rooms, storage areas and car park	Infrastructure Capital Works	\$587,000
Healthy and Active People	Leatherback Park, Alkimos	Design and construction of new sports amenities building	Infrastructure Capital Works	\$1,478,000



## ENVIRONMENT (BUILT)

SCP Outcome	Project	Description	Responsible Service Unit	Budget
Connected and Accessible City	Neerabup Industrial Area (Existing Estate), Neerabup	Provision of new water and wastewater services, and upgraded drainage, roads, lighting, parking and path infrastructure along Mather Dr, Warman St, Avery St and Turnbull Rd	Infrastructure Capital Works	\$1,120,000
Connected and Accessible City	Yanchep Industrial Area	Design and construction of road and drainage improvements	Infrastructure Capital Works	\$500,000
Connected and Accessible City	Hartman Dr, Wangara	Design and construction of dual carriageway from Hepburn Ave to Gngara Rd	Infrastructure Capital Works	\$2,100,000
Activated Places	Mirrabooka Ave, Rawlinson Drive	Upgrade intersection with geometric improvements	Infrastructure Capital Works	\$900,000
Activated Places	Southern Suburbs Library, Landsdale	Design and construct a new public library	Infrastructure Capital Works	\$650,000
Activated Places	Renew Park Assets	Design and install various passive park elements as identified in the Parks Asset Renewal Plan	Infrastructure Capital Works	\$1,730,000
Activated Places	Hinckley Park, Hocking	Design and construct park upgrades	Infrastructure Capital Works	\$1,346,227

## Capital Works Sub-Programs

The City will deliver a Capital Works Program over the next four years to benefit the health and wellbeing of our community, our local and regional economy, and natural and built environment. The value of the City's Capital Works sub-programs for the next four years is as follows:

Sub Program	2020/21 (\$)	2021/22 (\$)	2022/23 (\$)	2023/24 (\$)
<b>SOCIETY</b>				
Golf Courses	195,000	1,000,000	565,000	1,325,000
Community Safety	238,000	425,000	150,000	–
Sports Facilities	16,407,271	21,523,781	8,520,800	8,740,730
Community Buildings	1,908,482	9,792,221	3,135,300	14,261,197
<b>TOTAL</b>	<b>18,748,753</b>	<b>32,741,002</b>	<b>12,371,100</b>	<b>23,001,927</b>
<b>ECONOMY</b>				
Investments Projects	1,221,523	1,497,284	9,285,037	829,240
<b>TOTAL</b>	<b>1,221,523</b>	<b>1,497,284</b>	<b>9,285,037</b>	<b>829,240</b>
<b>ENVIRONMENT (NATURAL)</b>				
Conservation Reserves	297,000	373,000	334,000	336,000
Environmental Offset	507,600	333,500	308,500	293,750
Foreshore Management	1,700,845	3,984,839	3,142,000	807,000
Parks Rehabilitation	1,050,000	1,500,000	1,530,000	1,560,600
Stormwater Drainage	20,000	985,000	1,700,000	640,000
<b>TOTAL</b>	<b>3,575,445</b>	<b>7,176,339</b>	<b>7,014,500</b>	<b>3,637,350</b>
<b>ENVIRONMENT (BUILT)</b>				
Street Landscaping	500,000	153,575	200,000	300,000
Traffic Treatments	2,128,005	3,454,000	2,755,000	2,120,000
Pathways and Trails	895,000	2,561,000	2,446,750	1,100,000
Park Furniture	2,456,000	3,710,000	3,840,000	3,790,000
Roads	9,673,592	14,540,000	23,155,370	22,445,370
Passive Park Development	1,452,424	904,167	678,666	578,166
<b>TOTAL</b>	<b>17,105,021</b>	<b>25,322,742</b>	<b>33,075,786</b>	<b>30,333,536</b>
<b>CIVIC LEADERSHIP</b>				
Corporate Buildings	195,000	1,370,000	250,000	350,000
Fleet Management – Corporate	7,171,990	8,767,710	4,481,749	3,635,588
IT Equipment and Software	4,921,661	3,840,994	3,071,885	2,633,000
<b>TOTAL</b>	<b>12,288,651</b>	<b>13,978,704</b>	<b>7,803,634</b>	<b>6,618,588</b>

# Performance and Risk

The City of Wanneroo has robust performance reporting processes to ensure transparency and accountability on the progress of our priorities and plans.

The table below shows how we report against each of our major plans and programs:

PLANS			REPORTING	
Plan	Duration	Review	Report	Audience
Strategic Community Plan	10 years	Major review every four years	Annual	Council / Community
		Minor review every two years		
Corporate Business Plan	4 years	Annually	Quarterly	Audit and Risk Committee
			Mid-Year	Council / Community
			Annual	Council / Community
Annual Budget	1 year	Annually	Monthly	Council
			Quarterly	Audit and Risk Committee
Capital Works Program	20 years	Annually	Quarterly	Audit and Risk Committee
			Mid-Year	Council / Community
			Annual	Council / Community

## Risk Management

Risk is managed in accordance with the appetite for risk, as determined by the Council. To ensure robust risk management at all levels of planning and decision-making, risks are assessed at the strategic, corporate, operational and project levels. These are regularly reviewed, monitored and, where appropriate, reported to the Audit and Risk Committee and Executive Leadership Team in line with the Risk Management Framework. This ensures that adequate progress is made to address the prioritised risks, and that the management systems and controls in place for risk management are effective.

## Delivering against our Strategic Objectives

The Corporate Business Plan 2020/21 – 2023/24 provides operational delivery detail specifically linked to the four Strategic Themes as defined in the Strategic Community Plan 2017/18 – 2026/27.

Each Strategic Theme (Society, Economy, Environment, Civic Leadership) is framed by the desired outcomes for our community, and the Strategies by which we will achieve these outcomes.

To ensure successful delivery on these strategies, key service initiatives and indicators of performance have been developed. The Capital Works Program, including the City's major projects, underpin delivery of the services to the community.

# Society

Healthy, safe, vibrant  
and connected communities



## To achieve the outcomes of the Strategic Community Plan we will:

- Create opportunities that encourage community wellbeing and active and healthy lifestyles
- Facilitate opportunities within the City to access peak and elite activities
- Enable the community to be prepared and to recover from emergency situations
- Create distinctive places based on identity of areas
- Create place-based access to local services
- Advocate and partner to meet changing community service expectations in place
- Connect communities through engagement and involvement
- Strengthen community and customer connectedness through community hubs
- Build strong communities through the strength of cultural and heritage diversity

## Our Performance

We assess our progress through the following indicators:

- Sporting facility attendance (Aquamation and Kingsway Indoor Stadium)
- Achievement of public health inspection and sampling number targets
- Community safety customer requests addressed within agreed timeframe
- Volunteer contribution hours



Wanneroo Library and Cultural Centre volunteer Nicholas Romney.

## Strategic Community Plan Outcome

- Healthy and Active People

## Service Intent

Plan and provide innovative models for quality community facilities and programs to enable opportunities for healthy and active lifestyles.

## Services

- Sport and recreation program delivery
- Community facility planning and development
- Community facility bookings and use
- Facility management and maintenance
- Community and sporting clubs facilitation
- Beach safety services

## Our Strategies and Plans

### **Social Strategy 2019**

The Social Strategy sets out how the City will deliver on the long term vision for our community and provides the direction on how the social objectives identified by the Council will be achieved.

### **Asset Management Strategy 2018 – 2022**

The Asset Management (AM) Strategy sets out the high level AM objectives and outcomes for the City to build its AM capability and capacity necessary to sustainably meet the challenges into the future, consistent with the City's AM Policy; and Strategic Community Plan and Corporate Business Plan objectives. It also ensures that improvements meet the requirements of the IPRF and are in alignment with ISO 55001 asset management system standards.

### **Active Reserves Master Plan 2016**

The Active Reserves Master Plan provides a Master Plan for the City's active reserves to guide the redevelopment of facilities including playing fields, passive park components and all supporting infrastructure; and to identify current usage, future uses and any opportunities or issues that will inform new infrastructure, existing infrastructure upgrades and future management strategies.

### **Access and Inclusion Plan 2018/19 – 2021/22**

The Access and Inclusion Plan outlines how the City will work to eliminate barriers to access and inclusion and to advocate for equity of access for all abilities and cultures in our community.

### **Asset Management Plans**

Asset management plans define the levels of service and tactical requirements for the various classes of the City's assets. They also highlight the processes used to manage the associated assets that services rely on and consider how current and future services to the community will be sustainably provided at the most appropriate standard, time, place and cost. These documents provide the basis for future development and improvements to the management of assets.

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Facility Strategic Plans (as detailed in the Community Facility Planning Framework)	1.1.1	Finalise	Implement	Implement	Implement	Community Facilities
Early provision of a recreational aquatic facility within the Alkimos/ Yanchep growth corridor	1.1.1	Finalise business case including site location and concept design	Action based on outcome of business case	Advocate for funding / implement	Advocate for funding / implement	Community Facilities
Wanneroo Raceway Master Plan	1.1.2	Consultation with stakeholders to determine priorities	Advocate	Implement	Implement	Community Facilities
Acquisition of Alkimos Regional Active Open Space	3.2.2	Action based on results of advocacy	Community Facilities			
Master Plan for Sport related Cycling Facilities	1.1.1	Progress based on achieving acquisition of Alkimos Regional Active Open Space	Progress based on achieving acquisition of Alkimos Regional Active Open Space	Progress based on achieving acquisition of Alkimos Regional Active Open Space	Progress based on achieving acquisition of Alkimos Regional Active Open Space	Community Facilities
Golf Courses Strategic Plan	1.1.2	Implement	Implement	Implement	Implement	Property Services

## Capital Works Sub-Programs

- Golf courses
- Sports facilities
- Community buildings

## Strategic Community Plan Outcomes

- Healthy and Active People
- Safe Communities

## Service Intent

Ensuring statutory compliance through the provision of integrated compliance services to facilitate healthy and safe communities.

## Services

- Managing safe food preparation through education, inspections, and sampling
- Inspection and water quality sampling
- Notifiable disease investigations and skin penetration establishment inspections to prevent disease
- Monitoring and chemical treatment of wetlands to control pests
- Inspections of public buildings, events and caravan parks to ensure a safe built environment
- Monitoring of noise, asbestos, air, soil and water pollution

## Key Legislation

- Environmental Protection Act 1986
- Health Act 2016 and associated regulations

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Respond to expected statutory changes related to public health including plans	1.1.1	Review	Develop Public Health Plan	Implement	Implement	Community Development/ Health and Compliance

## Strategic Community Plan Outcome

- Safe Communities

## Service Intent

To promote a public realm where people feel safe and respected by working with community and industry partners.

## Services

- Provision of safety information to the community in conjunction with industry partners
- Partnering with the community to increase awareness and enforcement of local, state and federal laws
- Domestic animal management including registration and investigations
- Proactive crime prevention through provision of safety patrols and CCTV management
- Provision of security presence at civic events

## Our Strategies and Plans

### Social Strategy 2019

The Social Strategy sets out how the City will deliver on the long term vision for our community and provides the direction on how the social objectives identified by the Council will be achieved.

### Closed Circuit Television (CCTV) Plan 2018

The Closed Circuit Television (CCTV) Plan describes how the City's CCTV network will be developed and managed to support the City's safety strategy, crime prevention and response effectiveness.

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
CCTV Service Plan 2018/19 – 2021/22	1.2.1	Implement	Implement	Review	Implement	Community Safety and Emergency Management
New Animal Care Centre Facility	1.2.1	Site selection and concept design	Building concept design development	Detailed design	Construction	Community Safety and Emergency Management

## Capital Works Sub-Programs

- Community safety

## Strategic Community Plan Outcome

- Safe Communities

## Service Intent

To minimise potential risks and impacts on the community from natural disasters such as bushfires and weather events, through prevention, preparedness, response and recovery.

## Services

- Management of local emergency preparedness
- Management of volunteer bush fire brigade
- Fire protection mitigation action
- Management of recovery planning and action

## Our Strategies and Plans

### Local Emergency Management Arrangements

The Local Emergency Management Arrangements detail the responsibilities, priorities, and strategies in place for emergency management.



Wanneroo Showgrounds.

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Bush Fire Risk Management Plan	1.2.1	Implement (including the development of the Fire Mitigation Treatment Plan)	Implement	Review and Implement	Implement	Community Safety and Emergency Management
Emergency Management Model	1.2.1	Review	Implement	Implement	Implement	Community Safety and Emergency Management
Volunteer Bush Fire Brigade facility requirements over the next 5-10 years	1.2.1	Feasibility planning for potential facility	Implement based on outcome	Implement based on outcome	Implement based on outcome	Community Safety and Emergency Management



## Strategic Community Plan Outcomes

- Distinctive Places
- Connected Communities

## Service Intent

Develop unique places by connecting with the community to help shape our local plans and service delivery.

## Services

- Development of Local Area Plans to reflect the distinctive character of a place
- Activation of places to support community identity, connection and inclusiveness
- City events management
- Coordination of community engagement

## Our Strategies and Plans

### Social Strategy 2019

The Social Strategy sets out how the City will deliver on the long term vision for our community and provides the direction on how the social objectives identified by the Council will be achieved.

### Place Framework 2018

The Place Framework describes the City's approach creating and enhancing unique places across the City and how they will be developed, managed and activated now and into the future.

### Local Area Plans

Local Area Plans for Girrawheen/Koondoola and Yanchep/Two Rocks have been developed to identify what makes these places special, to set out the community's vision for the future and to guide the provision of services, facilities and programs which reflect their distinctive identity.



A free film screening during City of Wanneroo's Live in the Amphitheatre season.

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Place Framework	1.3.1	Review and update	Finalise review and update implementation plan	Implement	Implement	Place Management
Activate Yanchep Two Rocks Access Centre (YTRAC) as a community hub	2.2.1	Develop a Service Level Agreement between the City and Yanchep Beach Joint Venture for the delivery of Y-Hub activation	Implement	Review YTRAC Performance	–	Place Management
Local Area Plans (LAP)	1.3.1	Implement for Girrawheen, and Yanchep/Two Rocks Finalise Wanneroo LAP Review need to develop more LAPs	Develop and implement LAPs	Develop and implement LAPs	Develop and implement LAPs	Place Management
Improve and enhance the City's community engagement approach	4.1.2	Review Community Engagement Policy & Management Procedure	Implement community engagement roadmap	Implement community engagement roadmap	Implement community engagement roadmap	Place Management
Yanchep Lagoon Master Plan	2.4.1	Advocate/Implement	Implement	Implement	Implement	Place Management
Community-led Initiatives	1.4.1	Implement pilot approach to supporting Community-led initiatives	Review and update approach	Implement	Implement	Place Management
Community Events	1.1.1	Implement place-based community event calendar	Review community event calendar	Implement	Implement	Place Management

## Strategic Community Plan Outcomes

- Connected Communities
- Healthy and Active People

## Service Intent

Work with community and stakeholders to foster connectedness and capacity across all ages, diverse cultures and abilities to enhance quality of life.

## Services

- Social inclusion to ensure that all people can participate in community life
- Community development to support capacity building
- Childhood services to build confidence and capacity in families and the community
- Youth development to build valued, empowered and supported youth
- Provision of community funding to support community groups and organisations

## Our Strategies and Plans

### Social Strategy 2019

The Social Strategy illustrates how the City of Wanneroo will shape 'healthy, safe, vibrant and connected communities' through its many services and community-directed plans including:

- Age Friendly Strategy 2017/18 – 2020/21
- Youth Plan 2017/18 – 2020/21
- Early Childhood Strategic Plan 2017/18 – 2019/20
- Regional Homelessness Plan 2018/19 – 2021/22
- Access and Inclusion Plan 2018/19 – 2021/22
- Reconciliation Action Plan 2018 – 2022



2019 City of Wanneroo Dog's Breakfast event at Kingsway Regional Sporting Complex.

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Age Friendly Strategy 2017/18 – 2020/21	1.4.1	Implement and review	Implement	Implement	Implement	Community Development
Youth Plan 2017/18 – 2020/21	1.4.1	Implement and review	Implement	Implement	Implement	Community Development
Early Childhood Strategic Plan 2017/18 – 2019/20	1.4.1	Implement and review	Implement	Implement	Implement	Community Development
Regional Homelessness Plan 2018/19 – 2021/22	1.4.1	Implement and review	Implement	Implement	Implement	Community Development
Access and Inclusion Plan 2018/19 – 2021/22	1.4.1	Implement and review	Implement	Implement	Implement	Community Development
Reconciliation Action Plan 2018 – 2022	1.4.3	Implement and review	Implement	Implement	Implement	Community Development
Community Recovery Plan	1.2.1	Implement and complete	–	–	–	Community Development

## Strategic Community Plan Outcome

- Connected Communities

## Service Intent

Provision of library services including community resources, facilities, digital media, literacy and lifelong learning opportunities.

## Services

- Community resources, facilities and engagement
- Digital media provision and access
- Support for literacy and lifelong learning

## Our Strategies and Plans

### **Social Strategy 2019**

The Social Strategy sets out how the City will deliver on the long-term vision for our community and provides the direction on how the social objectives identified by the Council will be achieved.

### **Strategic Library Services Plan 2017/18 – 2021/22**

This Plan comprises four strategic objectives that will focus the City's efforts to enrich lives and strengthen communities through providing opportunities to learn, discover, create and connect.



Wanneroo Library.

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Service delivery models for libraries and community hubs	1.4.2	Implement	Implement	Implement	Implement	Cultural Development
Library Services Plan	1.4.2	Implement and Review	Implement	Implement	Implement	Cultural Development
Cultural Services operational hours review	1.4.2	Implement	Implement and complete	–	–	Cultural Development
Long-term library facilities plan	1.4.2	Finalise development	Implement	Implement	Implement	Cultural Development
Southern suburbs library	1.4.2	Detailed design	Construction	Construction and complete	–	Cultural Development

## Strategic Community Plan Outcome

- Connected Communities

### Service Intent

Facilitate opportunities for participation in and access to a diverse range of cultural activities and assets that embrace the richness of our community’s diverse beliefs, values, life experience and interests.

### Services

- Promotion of cultural and artistic experiences for the community
- Management and promotion of heritage
- Management of the City’s cultural assets

## Our Strategies and Plans

### Social Strategy 2019

The Social Strategy sets out how the City will deliver on the long term vision for our community and provides the direction on how the social objectives identified by the Council will be achieved.

### Cultural Plan 2018/19 – 2021/22

The Cultural Plan provides a strategic focus for the City to foster a community that is inspired to develop new skills, access opportunities for creative community participation through culture and the arts, and to have the City’s cultural facilities and activities recognised as providing excellence for our community.

### Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Cultural Plan	1.4.3	Implement	Implement	Review	Implement	Cultural Development
Performing arts service provision	1.4.3	Finalise review	Implement findings of review	Implement	Implement	Cultural Development

# Economy

Progressive, connected communities  
that enable economic growth and  
employment



## To achieve the outcomes of the Strategic Community Plan we will:

- Develop strong economic hubs locally and near transport
- Build capacity for businesses to grow
- Activate Yanchep as a future city of the North
- Continue to activate the Wanneroo Town Centre
- Activate secondary and district centres
- Protect and increase availability of employment generating land
- Attract investment development and major infrastructure
- Focus on industry development in key strategic areas such as Neerabup
- Attract innovative businesses with a focus on technology hubs and agri-business
- Promote early adoption of innovative technology by business
- Actively build on cultural heritage and distinctive identity to promote Wanneroo as a place to visit
- Enhance Wanneroo as a distinctive place to invest

## Our Performance

We assess our progress through the following indicators:

- Business survey results to the following questions:
  - What the City is doing to attract government and private investment, attract and retain businesses and create more job opportunities
  - Support for new business innovation and business growth
- Number of business training/program events hosted/facilitated
- Number of new events attracted to the City



Buckingham House volunteer Katie Ward.

## Strategic Community Plan Outcomes

- Local Jobs
- Strategic Growth
- Smart Business

## Service Intent

Focus on local, regional and strategic significant infrastructure and economic development initiatives which enable local economic growth and employment opportunities.

## Services

- Supporting the growth and development of existing industries, as well as diversifying our industry base
- Supporting local businesses through the provision of sufficient employment areas, business support and workforce development services to assist their growth and development
- Developing and strengthening regional partnerships to collaboratively increase and maximise the region's economic competitiveness

## Our Strategies and Plans

### Economic Development Strategy 2016 – 2021

The City's Economic Development Strategy sets the direction for local economic development. The Strategy aims to solidify support for local business and enhance the City's focus on transformational initiatives to stimulate major investment (public and private), drive economic growth and diversify our economic base.



Outdoor exercise equipment at Monaghan Park in Darch.

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Economic Development Strategy	2.1.2	Review	Implement	Implement	Implement	Advocacy and Economic Development
Energy Opportunities	2.3.2	Actively work with industry to explore clean energy opportunities	Continue	Continue	Continue	Advocacy and Economic Development
Investment Attraction	2.2.5	Implement local investment attraction and strategic marketing package to promote the City, key employment locations and specialist precincts including Wangara Industrial Area.	Implement	Implement	Implement	Advocacy and Economic Development
Neerabup Industrial Area Development	2.2.6	Continue implementation of Neerabup project plan	Implement	Implement	Implement	Advocacy and Economic Development
Agribusiness	2.3.1	Progress development of agri-precinct in North Wanneroo including exploring tourism and agribusiness linkages and investigating alternative water supplies.	Progress	Progress	Progress	Advocacy and Economic Development
COVID-19 Economic Recovery Plan	2.1.2	Implement and complete	–	–	–	Advocacy and Economic Development

## Capital Works Sub-Programs

- Investment Projects



PLAYGROUND SOLUTIONS

### Strategic Community Plan Outcomes

- Working with Others

### Service Intent

To work collaboratively with government, regional partners and stakeholders and advocate for the priorities identified by our community.

### Services

- Advocacy campaign design and management
- Management of stakeholder relationships

### Our Strategies and Plans

#### Economic Development Strategy 2016 – 2021

The City’s Economic Development Strategy sets the direction for local economic development. The Strategy aims to solidify support for local business and enhance the City’s focus on transformational initiatives to stimulate major investment (public and private), drive economic growth and diversify our economic base.

#### Advocacy Plan

The Advocacy Plan identifies the strategic priorities on which the City will engage with government, regional partners and stakeholders in order to progress them with our community.

### Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Advocacy Plan	4.1.3	Review	Implement	Implement	Implement	Advocacy and Economic Development

## Strategic Community Plan Outcome

- Places of Destination

## Service Intent

Collaborate with the community, the tourism industry and State Government agencies to grow tourism in the City through leadership, investment attraction and targeted marketing with industry.

## Services

- Facilitating tourism opportunities
- Supporting destination marketing
- Providing destination signage
- Maximising regional tourism

## Our Strategies and Plans

### Economic Development Strategy 2016 – 2021

The City's Economic Development Strategy sets the direction for local economic development. The Strategy aims to solidify support for local business and enhance the City's focus on transformational initiatives to stimulate major investment (public and private), drive economic growth and diversify our economic base.

### Tourism Plan 2019 – 2024

The Tourism Plan guides actions to support and promote our local tourism industry over the next five years. The Plan identifies a number of transformation projects and presents several opportunities on which the City will focus.

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Yanchep Lagoon Master Plan	2.2.1	Advocate/Implement	Implement	Implement	Implement	Place Management
Tourism Plan	2.4.1	Implement	Implement	Implement	Review	Advocacy and Economic Development
Quinns Rocks Caravan Park Project Plan	2.4.2	Complete Business Case and finalise submission	Action based on results of business case	Action based on results of business case	Action based on results of business case	Property Services

# Environment

A healthy and sustainable  
natural and built environment



## To achieve the outcomes of the Strategic Community Plan we will:

- Treat waste as a resource
- Foster a partnership with community and industry to reduce waste
- Create and promote waste management solutions
- Create local area land use plans supporting our activated places
- Provide safe spaces, centres and facilities through our infrastructure management and designs for community benefit and recreation
- Enhance distinctive built form and spaces based on identity of areas
- Improve local amenity by retaining and complementing natural landscapes within the built environment
- Deliver local transport infrastructure including roads, footpaths and cycle ways to improve accessibility
- Connect walking and cycling opportunities to key destinations and distinctive places
- Advocate for major integrated transport options close to communities
- Facilitate housing diversity to reflect changing community needs

## Our Performance

We assess our progress through the following indicators:

### Natural environment

- Achievement of Department of Water usage for the City's ground water licences allowances
- Increase in tree canopy through planting programs
- Kerbside collection diverted from landfill (domestic)

### Built environment

- Development applications processed within 60 or 90 day timeframe
- Certified building permit applications processed within timeframe



## Strategic Community Plan Outcomes

- Resource Management
- Enhanced Environment

## Service Intent

Deliver a healthy and sustainable environment by managing our highly valued natural and built environmental attributes, including biodiversity of flora and fauna; land and waste; liveability; climate change impacts; air quality and sustainable energy.

## Services

- Managing the City's influence on climate change and improving resilience
- Retaining and enhancing biodiversity in the City
- Managing resource consumption and waste production

## Our Strategies and Plans

### **Local Environment Strategy 2019**

Outlines the City's overall approach to protecting and managing the key environmental resources and values important to the City's future. It also provides a framework to help protect and improve the quality of the City's natural and built environment by identifying the threats to the City's key environmental assets and values, and the opportunities for their enhancement.

### **Climate Change Adaptation and Mitigation Strategy 2016 – 2020**

The purpose of the Climate Change Adaptation and Mitigation Strategy (CCAMS) is to identify areas where the City and the community are exposed to the effects of climate change and provide risk management adaptation measures to reduce the risk. The CCAMS outlines the adaptation actions that are required to be implemented across the City and the required timeframes needed for successful implementation.

### **Energy Reduction Plan 2017 – 2020**

The Energy Reduction Plan (ERP) is a key initiative of the CCAMS. The ERP provides a framework to deliver energy reduction strategies across the City and identifies key actions that need to be progressed in order for the City to realise energy savings into the future.

### **Coastal Hazard Risk Management and Adaption Plan 2018**

The Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) has been prepared to provide a long term view of the potential future coastal hazards for the City, and highlight possible strategies to adapt to the changing future oceanic and coastal conditions. A range of options for addressing the challenges of coastal erosion and its effects on the coastal zone over the next century have been outlined.

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Climate Change Adaptation and Mitigation Strategy	3.1.1	Review	Implement	Implement	Implement	Strategic Land Use Planning and Environment
Coastal Hazard Risk Management Adaptation Plan	3.1.1	Implement	Implement	Implement	Implement	Asset Maintenance
Energy Reduction Plan	3.1.2	Review	Implement	Implement	Implement	Strategic Land Use Planning and Environment
Coastal Management Plan – Part 2	3.2.1	Develop	Implement	Implement	Implement	Strategic Land Use Planning and Environment
Local Environmental Strategy	3.2.1	Implement	Implement	Implement	Implement	Strategic Land Use Planning and Environment
Environmental Management System	3.2.1	Develop	Implement	Implement	Implement	Strategic Land Use Planning and Environment
Urban Forest Plan	3.4.4	Develop	Implement	Implement	Implement	Strategic Land Use Planning and Environment

## Capital Works Sub-Programs

- Environmental Offset

## Strategic Community Plan Outcome

- Enhanced Environment

## Service Intent

Managing and enhancing reserve areas to support a healthy and active community and maintain conservation value.

## Services

- Conservation area, foreshore and coastal management
- Manage and maintain parks and streetscapes

## Our Strategies and Plans

### Local Environment Strategy 2019

Outlines the City's overall approach to protecting and managing the key environmental resources and values important to the City's future. It also provides a framework to help protect and improve the quality of the City's natural and built environment by identifying the threats to the City's key environmental assets and values, and the opportunities for their enhancement.

### Local Biodiversity Plan 2018/19 – 2023/24

The Local Biodiversity Plan sets out a new direction for biodiversity protection based on prioritised local natural areas. The Plan aims to protect and enhance biodiversity values across the City through a variety of methods including policy preparation and community education. The Plan outlines the City's targets for the retention, protection and management of local natural areas. Proposed targets for protection of vegetation complexes within each biodiversity planning precinct have been based on land zoning. The Plan will be implemented over five years through a comprehensive list of actions.



Edgar Griffiths Dog Park in Wanneroo.

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Local Biodiversity Plan	3.2.1	Implement	Implement	Implement	Implement	Strategic Land Use Planning and Environment
Coastal Assets	3.1.1	Monitor and maintain in consultation with relevant stakeholders	Monitor and maintain in consultation with relevant stakeholders	Monitor and maintain in consultation with relevant stakeholders	Monitor and maintain in consultation with relevant stakeholders	Asset Maintenance
Acquisition of Alkimos Regional Active Open Space	4.1.3	Advocate	Plan based on results of advocacy	Plan based on results of advocacy	Plan based on results of advocacy	Community Facilities

## Capital Works Sub-Programs

- Conservation Reserves
- Parks Rehabilitation
- Foreshore Management
- Street Landscaping
- Park Furniture
- Passive Park Development



## Strategic Community Plan Outcome

- Reduce, Reuse, Recycle Waste

## Service Intent

Lead environmentally sustainable approaches to waste management and provide waste collection services.

## Services

- Domestic waste collection
- Recycling collection
- Bulk junk waste collection and management
- Bulk green waste collection and management
- Provision of public place rubbish bins
- Removal of illegal dumping
- Operation of Wangara Greens Recycling Facility

## Our Strategies and Plans

### Strategic Waste Management Plan 2016 – 2022

Provides guidance in the delivery of waste services to prioritise and improve initiatives that are designed to divert waste from landfill and improve recycling practices.

### Waste Education Plan 2018/19 – 2022/23

Aims to increase community awareness of waste management and environmental sustainability through the communication of the 'reduce, reuse, recycle' waste education message.

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Waste Strategy	3.3.1	Implement actions, as per the reviewed Strategy	Waste Services			
Waste Education Plan	3.3.2	Review to align with the Waste Strategy Review	Implement	Implement	Implement	Waste Services
Service Delivery Review	3.3.3	Implement approved actions as recommended	Waste Services			

## Strategic Community Plan Outcomes

- Strategic Growth
- Connected and Accessible City
- Housing Choice

## Service Intent

Focus on strategic land use planning, incorporating the preparation and implementation of land use, transport and environmental strategies and plans to deliver healthy and sustainable natural and built environments.

## Services

- Strategic land use planning
- Transport and land use integration
- Environmental and land use planning integration
- Administration of developer contributions

## Key Legislation

- Planning and Development Act 2005

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Local Planning Strategy	3.4.1 3.6.1	Prepare (including Local Housing Strategy)	Prepare	Implement	Implement	Strategic Land Use Planning and Environment
Local Planning Scheme No. 3	3.4.1	Prepare	Prepare	Prepare	Implement	Strategic Land Use Planning and Environment
Transport Plan	3.5.1	Prepare	Implement	Implement	Implement	Traffic Management

## Strategic Community Plan Outcome

- Activated Places

## Service Intent

Provision of integrated approval services to deliver customer focused and quality outcomes.

## Services

- Assessing development applications
- Assessing subdivision applications
- Assessing town planning scheme amendments
- Developing and reviewing planning policies
- Preparing and assessing structure plan proposals
- Assessing uncertified building permit applications
- Issuing licences, permits and certificates

## Key Legislation

- Planning and Development Act 2005
- Building Act 2012
- Local Government Act 1995

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Mixed Use Precincts Policy	3.6.1	Implement	Implement	Implement	Implement	Approval Services

## Strategic Community Plan Outcome

- Activated Places

## Service Intent

Ensuring statutory compliance through the provision of integrated compliance services to facilitate healthy and safe communities.

## Services

- Monitoring compliance with planning approvals
- Inspection of swimming pool barriers for compliance
- Monitoring compliance with building approvals

## Key Legislation

- Building Act 2011
- District Planning Scheme No 2
- Planning and Development Act 2005



Wanneroo Road, Wanneroo.

## Strategic Community Plan Outcome

- Connected and Accessible City

## Service Intent

Manage accessible and sustainable local transport and drainage infrastructure to meet community needs now and in the future in the most cost effective way.

## Services

- Provision and maintenance of roads, car parks, bus shelters and street furniture
- Provision and maintenance of pathways, bridges and underpasses
- Provision and maintenance of drainage infrastructure

## Our Strategies and Plans

### **Transport Strategy 2019/20**

The City's Transport Strategy has been developed to meet the community's aspiration for a sustainable transport future outlined through the City's Strategic Community Plan. It is a long-term, overarching document that outlines eight broad principles to achieve the goal of creating a balanced and sustainable transport future.

### **Asset Management Strategy 2018 – 2022**

The Asset Management (AM) Strategy sets out the high level AM objectives and outcomes for the City to build its AM capability and capacity necessary to sustainably meet the challenges into the future, consistent with the City's AM Policy; and Strategic Community Plan and Corporate Business Plan objectives. It also ensures that improvements meet the requirements of the IPRF and are in alignment with ISO 55001 asset management system standards.

### **Wanneroo Cycle Plan 2018/19 – 2021/22**

The Plan supports the creation a cycle friendly environment that is desirable, accessible and attractive to a variety of users and provides a credible alternative to vehicle use for 0-10km trips. The plan also seeks to create a connected network for commuter cyclists that links regional and district facilities internal and external to the City.

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Roads, Paths and Trails, Stormwater Drainage, Bus Shelters, Street Lighting and Roads Capital Works Sub-programs	3.5.1	Implement project plans	Implement project plans	Implement project plans	Implement project plans	Infrastructure Capital Works
Maximise integration of rail and road	3.5.3	Participate in State Government project reference groups	Infrastructure Capital Works			

## Capital Works Sub-Programs

- Stormwater Drainage
- Bus Shelters
- Traffic Treatments
- Pathways and Trails
- Roads



# Civic Leadership

Working with others to ensure  
the best use of our resources



und

anneroo.wa.gov.au

## To achieve the outcomes of the Strategic Community Plan we will:

- Build effective partnerships and demonstrate leadership in local government at regional, state and national levels
- Engage, include and involve community
- Advocate and collaborate for the benefit of the City
- Provide transparent and accountable governance and leadership
- Provide responsible resource and planning management which recognises our significant future growth
- Ensure return on investment and well maintained assets through development and implementation of a strategic asset management framework
- Lead excellence and innovation in local government
- Ensure excellence in our customer service

## Our Performance

We assess our progress through the following indicators:

- Customer requests addressed within agreed service level timeframe
- All risks rated as high or extreme reported and managed
- Adverse external audit qualifications
- Lost time injury frequency rate
- Asset Renewal Funding
- Reserves spending ratio



Wanneroo Civic Centre, Wanneroo.

## Strategic Community Plan Outcomes

- Working with Others
- Good Governance
- Progressive Organisation

## Service Intent

To ensure that:

- The organisation is unified by a shared vision, culture and values, providing consistent purpose, direction and action
- Clear and reliable organisational governance processes mean that the City meets its legal obligations and makes ethical decisions in the interests the community and its stakeholders

## Services

- Governance and legal
- Council and corporate support
- Strategic and business planning

## Our Strategies and Plans

### **Long-Term Financial Plan 2019 – 2038**

The City has prepared a Long-Term Financial Plan to ensure that it understands the financial implications of decisions over the long-term and operates within its means. The Plan details the underlying principles that will help direct the City towards a financially sustainable future and incorporates a range of assumptions to assess the impact of decisions on current and future sustainability.

### **Asset Management Strategy 2018 – 2022**

The Asset Management (AM) Strategy sets out the high level AM objectives and outcomes for the City to build its AM capability and capacity necessary to sustainably meet the challenges into the future, consistent with the City's AM Policy; and Strategic Community Plan and Corporate Business Plan objectives. It also ensures that improvements meet the requirements of the IPRF and are in alignment with ISO 55001 asset management system standards.

### **Corporate Governance Framework 2017**

The Corporate Governance Framework provides a mechanism for the City to practice good governance and ensures that the City is able to manage its many complex legislative and governance responsibilities effectively and in the best interests of the Community.

### **People and Culture Plan 2018 – 2022**

The People and Culture Plan describes how the City will develop workforce systems that enable a culture where our people are genuinely engaged and committed to being agile, capable, productive, resilient, diverse and ethically accountable.

### **Strategic Three Year Internal Audit Plan 2018**

The strategic three year rolling audit plan is a risk based plan and directs audit resources in an efficient manner to provide assurance that key risks are being managed effectively. It takes into account the City's strategic objectives and priorities; risk management framework; and knowledge of operations and internal controls derived from previous audits.

## Enterprise Risk Management Framework 2015

The Risk Management Framework provides the necessary foundations and organisational arrangements for managing risk across the City of Wanneroo. The Framework outlines a standardised, consistent approach to risk management in accordance with current industry standards and whilst providing a best practice methodology that meets the City's Risk Management Policy requirements.

### Advocacy Plan

The Advocacy Plan identifies the strategic priorities on which the City will engage with government, regional partners and stakeholders in order to progress them with our community.

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Strategic Land Policy	2.4.2	Implement Policy and supporting procedures	Property Services			
Strategic Community Plan	4.1.2	Major review and Implement	Implement	Minor review and implement	Implement	Strategic and Business Planning
Advocacy Plan	4.1.3	Implement	Implement	Implement	Implement	Advocacy and Economic Development
Strategic Policy Framework	4.2.1	Finalise and Implement	Implement	Review	Implement	Governance and Legal
Internal Control Framework (as part of the Governance Framework)	4.2.1	Implement	Review	Implement	Implement	Governance and Legal
Long-Term Financial Plan	4.2.2	Review and implement	Review and implement	Review and implement	Review and implement	Finance
Strategic Workforce Plan	4.2.2	Implement	Review and implement	Review and implement	Review and implement	People and Culture
Integrated Planning Process	4.2.2	Review	Implement	Implement	Implement	Strategic and Business Planning
Fees and Charges	4.2.2	Review	Review	Review	Review	Finance
Asset Management Strategy	4.2.3	Implement	Implement	Review	Implement	Asset Planning

## Strategic Community Plan Outcomes

- Working with Others
- Good Governance
- Progressive Organisation

## Service Intent

To ensure that:

- We collaborate with our community and stakeholders to provide services they value
- We manage the City's resources and services to meet the current and future needs of our community in a socially, culturally, environmentally and financially sustainable way

## Services

- Customer services
- Information services
- Communications and branding
- People and culture
- Finance
- Contracts and procurement
- Property services

## Our Strategies and Plans

### **Customer Service Commitment**

Our Customer Service Commitment outlines the City's standards of service to deliver service excellence and the best possible customer experience throughout every interaction we have with our customers.

### **Customer First Strategy 2016 – 2020**

The Customer First Strategy outlines a comprehensive plan on how the City of Wanneroo will continuously improve to keep up with the changing needs and expectations of our customers.

### **Communications Strategy 2019/20 – 2022/23**

The Communications Strategy provides a strategic framework for communications that are: proactive wherever possible; consistent, clear and accurate; informative, engaging and engender the trust of our target audiences; reflect and enhance the City's Brand Strategy; comply with and promote the City's vision and Strategic Community Plan at the broader level to key community stakeholder groups.

### **Brand Strategy 2019/20 – 2022/23**

The Brand Strategy describes three key elements; our brand ambition, our brand manifesto and our brand personality which work together to create one voice for the City of Wanneroo which is aligned to our vision and values.

### **Community Engagement Framework**

The Community Engagement Framework provides guiding principles, procedures and tools for community engagement to ensure consistent, meaningful and best practice engagement is carried out within the City.

### **Strategic Procurement Roadmap 2018**

The Strategic Procurement Road Map identifies stages of incremental improvement towards the attainment of procurement best practice whilst delivering compliant, cost-effective, efficient, and innovative procurement solutions which in turn enhances the City's capability to deliver essential services to the Community and to meet Corporate Business Plan objectives.

### **ICT Strategy and Roadmap 2018 – 2024**

The Information and Communication Technology Strategy and Roadmap has been developed as a guide for the City with the intention of setting a clear direction on the vision, capabilities and use of technology throughout the organisation into the future.

### **Recordkeeping Plan 2018**

The Recordkeeping Plan is a legislative requirement and sets out the matters about which records are created by the City and how they are kept. The Recordkeeping Plan reflects the recordkeeping program within the organisation, including information regarding the City's recordkeeping systems, disposal arrangements, policies, practices and processes.

### **People and Culture Plan 2018 – 2022**

The People and Culture Plan describes how the City will develop workforce systems that enable a culture where our people are genuinely engaged and committed to being agile, capable, productive, resilient, diverse and ethically accountable.



Wanneroo Library.

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Strategic Procurement Roadmap	4.1.1	Implement	Implement	Review	Implement	Contracts and Procurement
Communications Strategy (including Social Media Plan; Brand Plan)	4.1.2	Implement	Implement	Review	Implement	Communications and Brand
People and Culture Plan 2018 – 2022	4.2.2	Implement and Review	Implement	Review	Implement	People and Culture
Organisational integrated management system aligned to International Standards (ISOs).	4.2.1	Implement	Implement	Implement	Implement	Corporate Strategy and Performance
Asset Management Information System	4.2.3	Implement	Implement	Review and complete	–	Customer and Information Services
Information Communication and Technology Strategy and Roadmap	4.3.1	Implement	Implement	Strategy Review	Implement	Customer and Information Services
New Financial System	4.3.1	Implement	Review and complete	–	–	Customer and Information Services
Smart Cities	4.3.1	Design roadmap	Implement	Implement	Implement	Customer and Information Services
Customer and Stakeholder Management Framework	4.3.2	Pilot software system	Review pilot outcomes and develop	Implement	Implement	Office of the CEO
Customer First Strategy	4.3.2	Review	Implement	Implement	Implement	Customer and Information Services
Customer Relationship Management System	4.3.2	Procure system	Implement	Review and complete	–	Customer and Information Services



## Strategic Community Plan Outcomes

- Working with Others
- Good Governance
- Progressive Organisation

## Service Intent

To ensure that:

- We manage the key results required to achieve our vision and evaluate progress towards the strategic outcomes for our community
- We understand stakeholder requirements and effectively manage the organisation's risk and capability and to ensure sustainable performance

## Services

- Performance management
- Financial management and reporting



Senior visitors to Koondoola Community Centre.

## Key Initiatives

Initiative	SCP Ref.	Action 2020/21	Action 2021/22	Action 2022/23	Action 2023/24	Service Unit
Sustainable Performance	4.2.2	Refine and monitor indicators	Implement	Implement	Implement	Strategic and Business Planning
Corporate Performance Management Solution	4.3.1	Develop and implement phase 2	Develop and implement phase 3	Implement	Implement	Strategic and Business Planning



Wanneroo Aquamotion.

A red-tailed black cockatoo, photographed in Wanneroo.



# Key Partners and Stakeholders

Successful delivery of this Corporate Business Plan relies on having a good understanding of our operating context, and establishing and maintaining strong relationships with our stakeholders. Stakeholders have varying levels of interest, and can impact in different ways on how we operate. The City of Wanneroo continues to establish new and improve existing relationships with key stakeholders to maximise the outcomes associated with delivery of services and projects for our community. This is achieved by working collaboratively with all of our stakeholders. The following listing provides an insight into some of our key stakeholders:

LEVEL	STAKEHOLDER
<b>Commonwealth</b>	<ul style="list-style-type: none"> <li>Australian Local Government Association</li> <li>Australian Government Departments</li> <li>Council of Australian Governments</li> <li>Local Federal Members of Parliament</li> <li>National Growth Areas Alliance</li> <li>Property Council of Australia</li> <li>Urban Development Institute of Australia</li> </ul>
<b>State</b>	<ul style="list-style-type: none"> <li>Department of Local Government, Sport and Cultural Industries</li> <li>Local State Members of Parliament</li> <li>Western Australian Government Departments</li> <li>Western Australian Local Government Association</li> </ul>
<b>Regional</b>	<ul style="list-style-type: none"> <li>City of Joondalup</li> <li>City of Stirling</li> <li>City of Swan</li> <li>Growth Alliance Perth and Peel</li> <li>Mindarie Regional Council</li> <li>North Metropolitan Regional Recreation Advisory Group</li> <li>Tri Cities Alliance - City of Joondalup, Stirling and Wanneroo</li> </ul>
<b>Local</b>	<ul style="list-style-type: none"> <li>Developers of Land</li> <li>Educational Institutions</li> <li>Health Providers</li> <li>Local Community Associations</li> <li>Natural Areas Friends Groups</li> <li>Residents, owners and occupiers</li> <li>Wanneroo Business Association</li> </ul>

# Our Operating Budget

DESCRIPTION	2020/21 BUDGET (\$)	2021/22 FORECAST (\$)	2022/23 FORECAST (\$)	2023/24 FORECAST (\$)
<b>Revenues</b>				
Rates	135,971,516	149,479,000	156,953,000	164,801,000
Operating Grants, Subsidies & Contributions	11,426,636	10,861,000	10,861,000	10,861,000
Fees & Charges	44,156,022	48,797,000	49,895,000	51,143,000
Interest Earnings	4,416,017	9,067,000	9,271,000	9,480,000
Other Revenue	1,015,816	654,000	669,000	686,000
	<b>196,986,007</b>	<b>218,858,000</b>	<b>227,649,000</b>	<b>236,971,000</b>
<b>Expenses</b>				
Employee Costs	-75,073,152	-81,270,000	-84,421,000	-87,145,000
Materials & Contracts	-71,049,101	-76,846,000	-79,857,000	-84,653,000
Utility Charges	-9,976,703	-10,689,000	-11,266,000	-11,829,000
Depreciation	-42,863,029	-42,799,000	-45,255,000	-49,108,000
Interest Expenses	-4,114,716	-4,111,000	-4,111,000	-4,111,000
Insurance Expenses	-1,327,151	-1,575,000	-1,610,000	-1,651,000
	<b>-204,403,852</b>	<b>-217,290,000</b>	<b>-226,520,000</b>	<b>-238,497,000</b>
<b>Result from Operations</b>	<b>-7,417,845</b>	<b>1,568,000</b>	<b>1,129,000</b>	<b>-1,526,000</b>
<b>Other Revenues &amp; Expenses (excl. Contr. of Phys. Assets)</b>				
Non-Operating Grants, Subsidies & Contributions	11,049,674	15,430,000	13,391,000	16,819,000
Profit on Asset Disposals	248,176	1,833,000	500,000	2,167,000
Loss on Asset Disposals	-14,821,299	-500,000	-500,000	-500,000
Town Planning Scheme & Developer Contribution Plan Income	10,667,481	17,794,000	20,864,000	2,889,000
Town Planning Scheme & Developer Contribution Plan Expenses	-6,759,073	-28,750,000	-28,683,000	-900,000
	<b>384,959</b>	<b>5,807,000</b>	<b>5,572,000</b>	<b>20,475,000</b>
<b>Net Result (excluding Contributions of Physical Assets)</b>	<b>-7,032,886</b>	<b>7,375,000</b>	<b>6,701,000</b>	<b>18,949,000</b>
Contributions of Physical Assets	9,092,000	18,502,000	18,872,000	19,249,000
<b>Net Result</b>	<b>2,059,114</b>	<b>25,877,000</b>	<b>25,573,000</b>	<b>38,198,000</b>
Other Comprehensive Income	-	-	-	-
<b>Total comprehensive income</b>	<b>2,059,114</b>	<b>25,877,000</b>	<b>25,573,000</b>	<b>38,198,000</b>





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